MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

DBS5018 – BUSINESS MANAGEMENT
(All sections / Groups)

27th OCTOBER 2018
2.30 PM – 4.30 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 7 pages with 3 sections.
2. Answer **ALL** questions.
3. For section A and B, shade your answers in the OMR sheet provided.
4. For section B, shade "A" for **TRUE** and shade "B" for **FALSE**.
5. For section C, write your answers in the answer booklet provided.

SECTION A [30 Marks]

1. Sales are down, unemployment rate is up. Mamee's Factory can no longer support its current level of production. Mamee is facing a change in _____.

    a. government regulations   c. consumer preferences
    b. technology   d. the economy

2. According to Kurt Lewin, which of the following is a stage in the change process?

    a. Driving.   c. Restraining.
    b. Processing.   d. Unfreezing.

3. When the Pinto cars made by Ford were increasingly involved in fatal rear-crash accidents, Ford officials made a decision to discontinue that model. Their decision was a(n) _____ change.

    a. proactive   c. reactive
    b. inactive   d. retroactive

4. A company that decides to decentralize its marketing procedures is managing _____ changes.

    a. technological   c. strategy
    b. people   d. structural

5. Which one of the following techniques for reducing resistance to change includes employee counseling, therapy, new skills training, or a short paid leave of absence.

    a. Negotiation.   c. Manipulation and co-optation.
    b. Facilitation and support.   d. Coercion.

6. _____ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas.

    a. Alteration   c. Creativity
    b. Change   d. Innovation

7. Wong knows his more experienced workers don't need him to "babysit" them. Wong trusts them to know what to do, how to do it, and to get it done on time. In this respect, Wong is a _____ manager.

    a. Theory X   c. Theory Z
    b. Theory Y   d. Two-factor

8. According to Herzberg's two-factor theory, which one of the following is a motivator?

     a. Working conditions.   c. Responsibility.
     b. Salary.   d. Security.

9. According to the three-needs theory, the need for _____ is the need to make others behave in a way that they would not have behaved otherwise.

     a. achievement   c. power
     b. control   d. leadership

10. Richard is a social butterfly. He often leaves his workstation to chat with coworkers. He volunteers for every problem-solving team and enjoys planning the annual summer employee picnic. Richard has a _____.

     a. low need for safety   c. low need for power
     b. high need for esteem   d. high need for affiliation

11. To help her new supervisors remember the concept of reinforcement theory, Jiuan told them to remember this: _____.

     a. What gets measured gets monitored   c. Whatever can go wrong, will
     b. What gets rewarded gets repeated   d. No good deed goes unpunished

12. _____ refers to the number of different tasks required in a job and the frequency with which those tasks are repeated.

     a. Job scope   c. Job enlargement
     b. Job depth   d. Job enrichment

13. In the job characteristics model, the dimension of _____ refers to the degree to which doing work activities required by a job results in an individual obtaining direct and clear information about the effectiveness of his or her performance.

     a. task identity   c. autonomy
     b. feedback   d. task significance

14. Coworkers Kesava and Calvin were comparing checks on Friday. Kesava saw that Calvin's was significantly larger, which made Kesava unhappy. Which theory best explains Kesava's reaction?

     a. Maslow's hierarchy of needs theory.   c. Adams' equity theory.
     b. Herzberg's two-factor theory.   d. Vroom's expectancy theory.

Continued...

15. When Wendy discovered Sia had a larger paycheck for the same amount of effort, her concern centered on _____ justice.

a. distributive
b. restorative
c. procedural
d. retributive

16. In the expectancy theory, _____ is the degree to which the individual believes that performing at a particular level is instrumental in attaining the desired outcome.

a. reward
b. effort-performance linkage
c. performance-reward linkage
d. expectancy

17. _____ is a motivational approach in which an organisation's financial statements are shared with all employees.

a. Self-determination approach
b. I-Change model
c. Open-book management
d. Pay-for-performance

18. Early research on leadership traits _____.

a. sought to prove that charisma was an essential trait of leadership
b. focused on behavioural traits rather than physical traits of a leader
c. found consistent and unique traits that would apply to all effective leaders
d. focused on characteristics that might differentiate leaders from nonleaders

19. Which one of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?

a. Democratic style.
b. Autocratic style.
c. Authoritarian style.
d. Simple style.

20. According to the Ohio State studies, the _____ dimension of leader behaviour is defined as the extent to which a leader has job relationships characterized by mutual trust and respect for group members' ideas and feelings.

a. integrity
b. consideration
c. relationship management
d. people orientation

Continued...

21. Sin Ping manages the front-end crew at a fast food restaurant. For most of his crew, this is their first job so they have very few job skills but also seem reluctant to perform. In this situation, Sin Ping should use the _____ style.

    a. telling
    b. delegating
    c. selling
    d. participating

22. Lately Ernny has been setting challenging goals and expecting subordinates to perform at their highest level. According to the path-goal model, she is acting as a(n) _____ leader.

    a. achievement-oriented
    b. high structure
    c. production-oriented
    d. high task

23. Pookodi's colleagues and subordinates have a very high regard for her. They know that no one can get high-quality work done the way Pookodi can. She inspires her team to excel in their work, even exceeding their own expectations. What her subordinates like best about Pookodi is that they are free to discuss her decisions with her, even question her once in while if they are not sure about her strategy. Which one of the following best describes Pookodi's leadership style?

    a. Servant.
    b. Authentic.
    c. Transactional.
    d. Transformational.

24. Yu Xuan is the person employees go to when knowledge of a topic was needed. Yu Xuan holds _____ power.

    a. legitimate
    b. reward
    c. referent
    d. expert

25. Good communication occurs only when the recipient _____.

    a. acknowledges the message
    b. makes eye contact with the speaker
    c. understands the speaker's meaning
    d. agrees with the sender's message

26. A(n) _____ occurs when the amount of data provided exceeds the recipient's processing capacity.

    a. thinking block
    b. information overload
    c. perceptual barrier
    d. physical barrier

27. _____ communication is communication that flows from a manager to his employees.

    a. Horizontal   c. Downward

    b. Diagonal   d. Upward

28. In the _____ communication network, communication flows according to the formal organisational hierarchy, both downward and upward.

    a. chain   c. linked

    b. horizontal   d. wheel

29. _____ is the final step in the management process, which provides a critical link back to _____.

    a. Leading; organising   c. Controlling; planning

    b. Planning; leading   d. Organising; planning

30. Organisational _____ is a measure of how appropriate organisational goals are and how well an organisation is achieving those goals.

    a. efficiency   c. resources

    b. effectiveness   d. productivity

SECTION B: [10 Marks]

31. Employees who prefer stability are less likely to try new technology.

32. Organisational development is the term used to describe change methods that focus on people and the nature and quality of interpersonal work relationships.

33. Danial, a line manager at a production facility, believes that his workers have little drive and will not work unless he pushes them. Therefore, he closely monitors and controls their work and disciplines those who do not meet his standards. Danial is a Theory Y manager.

34. People with a high need for achievement strive for the trappings and rewards of success rather than for personal accomplishment.

35. According to the goal-setting theory, a generalised goal of "try your best" will produce a higher output than specific, challenging goals.

36. Effective leaders do not need a high degree of knowledge about the company, industry, and technical matters only.

37. Members of a manager's out-group tend to have multiple similarities with the manager.

38. An important aspect of leadership is influencing a group to achieve its goals.

39. Intonation refers to gestures, facial expressions, and other body movements that convey meaning.

40. Everything a manager does involves communicating.

SECTION C: STRUCTURED QUESTIONS [60 Marks]

QUESTION 1

(a) List and explain any **FOUR (4)** factors that cause organisational stress.

(8 Marks)

(b) Provide any **THREE (3)** external and any **THREE (3)** internal forces for organisational change. (6 Marks)

(Total: 14 Marks)

QUESTION 2

> Managers using Maslow's hierarchy to motivate employees do things to satisfy employees' needs. But the theory also says that once a need is substantially satisfied, an individual is no longer motivated to satisfy that need.

Statement 1

According to the statement 1 above, draw and briefly explain the **FIVE (5)** Maslow hierarchy needs. (11 Marks)

(Total: 11 Marks)

QUESTION 3

(a) Identify and discuss any **FOUR (4)** traits associated with leadership.

(8 Marks)

(b) State and describe any **FOUR (4)** sources of a leader's power.   (8 Marks)

(Total: 16 Marks)

QUESTION 4

(a) Illustrate the elements of the communication process.   (9 Marks)

(b) List and discuss any **THREE (3)** areas where managers can improve their communication skills.   (6 Marks)

(Total: 15 Marks)

QUESTION 5

List any **FOUR (4)** types of control tools or techniques to measure organisational performance.   (4 Marks)

(Total: 4 Marks)

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